HUMAN RESOURCE STRATEGIES FOR EMPLOYERS

Employing a Diverse Workforce:

Making It Work

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Alberta

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THIS RESOURCE:

- defines the difference between diversity and inclusion in the workplace
- identifies the strengths of diverse, inclusive businesses
- gives real-life examples of effective inclusion practices for small- and medium-size businesses in Alberta
- provides a basic model for workplace inclusion
- lists publications, websites, organizations and other helpful resources.

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Introduction

In this publication, small- to medium-size business owners and managers in Alberta share tips for recruiting and retaining employees during a time of intense economic growth.

Whether they are in construction, hospitality, health services or other economic sectors, employers are realizing the benefits of hiring from groups that have traditionally been under-represented in the workforce. *Employing a Diverse Workforce: Making it work* highlights some of the strategies Alberta employers have used to successfully develop a diverse, inclusive workforce.

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A practical solution to Alberta's labour shortage

It's a familiar story: business is booming but you can't find enough workers to get the job done. When you do manage to find workers, you discover they don't have the skills you need, so you invest in their training and skills development. Then, just as your newly trained employees become a real asset to your business, they leave for a better offer elsewhere and you're recruiting and training again.

This is Alberta for now and the foreseeable future.

If it's any comfort, you're not alone. When the Canadian Federation of Independent Business surveyed Alberta small business owners in 2007, it found that 72 per cent listed the shortage of qualified labour as their number one issue.*

According to the Government of Alberta's *Occupational Demand and Supply Outlook Report for 2006–2016*, Alberta's labour market is projected to grow by 400,000 workers from 2006–2016. Over the next 10 years Alberta could experience a labour shortage of approximately 110,000 positions. New inclusive strategies to recruit and retain employees from every demographic can help businesses respond to labour shortages.

Some Alberta businesses have responded to labour shortages by hiring under-qualified workers and training them. Others have given their employees more responsibilities, added longer shifts and overtime work, increased wages or hired temporary labour. Still other companies have chosen to avoid business opportunities because they cannot meet their customers' expectations. Generally these solutions aren't sustainable over the long term.

So what else can business owners do?

Recruit employees from groups historically under-represented in Alberta's labour force: Aboriginal people, new immigrants, persons with disabilities and older workers.

RESOURCES THAT CAN HELP

The Alberta Labour Force Profiles, available online at **employment.alberta.ca/lmi**, provide labour market statistics for older workers, women, Aboriginal people, youth and immigrants.

When your workforce includes workers from groups typically under-represented in the labour force, your business has what is called a *diverse-workforce*. The next step—the crucial step—is retaining that workforce. This is most easily achieved when your business manages to create an *inclusive working environment*, one where differences among employees are valued, respected and supported.

*** Source: Canadian Federation of Independent Business, *Our Members Opinions*, January – June 2007**

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Hiring from non-traditional labour pools to meet your recruiting challenges and fostering an inclusive working environment that encourages employees to stay can help to sustain your business during a time of labour shortages.

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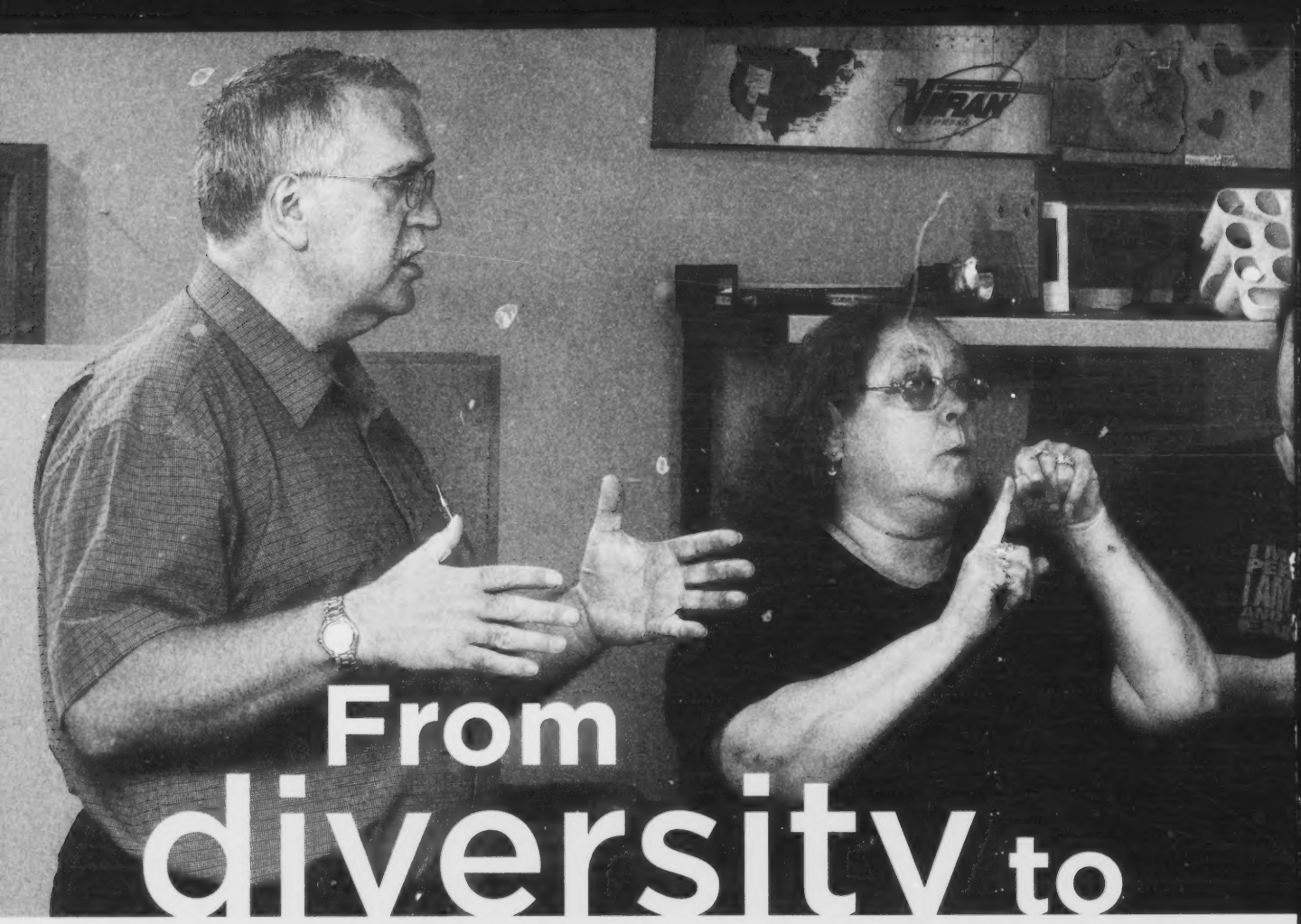

From diversity to inclusion

Reflecting the range in Alberta's current demographics, the province's workforce includes people of differing race, ancestry or ethno-cultural origin, religion, age, gender, sexual orientation, marital status, family status or mental or physical ability.

These workers have differing values, experiences, educational levels and communication styles.

What are ethno-cultural minorities?

↔ Ethno-cultural minorities include people (other than Aboriginal people) belonging to cultures or ancestry that are generally not considered part of European or Caucasian culture or ancestry. They may also be referred to as *cultural minorities* or *visible minorities*.

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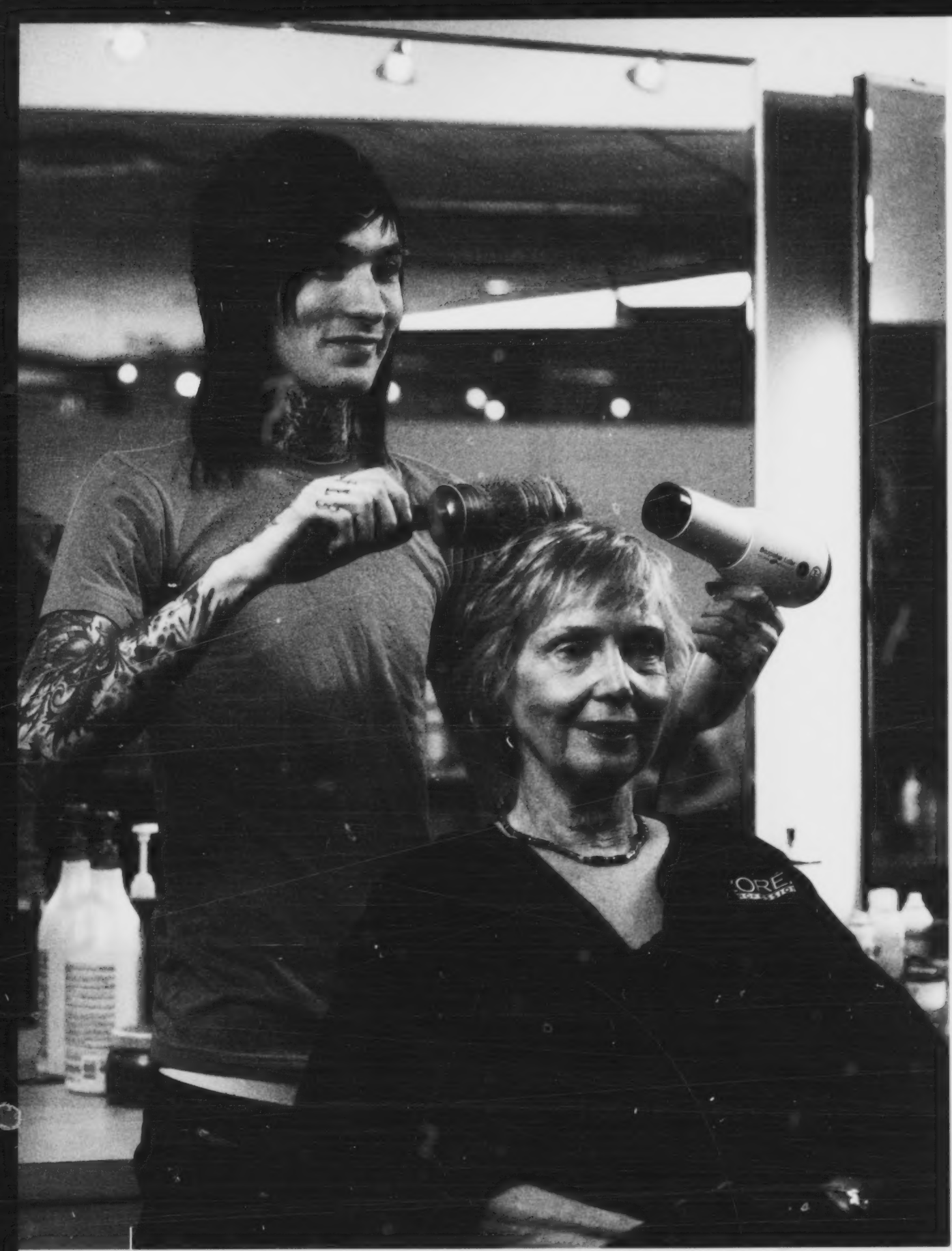

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Diversity makes your business stronger

Employing a diverse workforce presents you with a strategic advantage. Ask business leaders who employ a diverse staff and you'll hear about benefits such as:

higher productivity

lower employee turnover

new ideas and perspectives

better understanding of clients

better access to new markets

enhanced corporate reputation.

But it takes more than just diversity to realize the benefits.

Why diversity alone is not enough

If you already foster a diverse workforce, you have taken an important step toward a better future for your business. But progressive business leaders realize that in order to thrive, their workplace also needs to be inclusive.

What's the difference between a workplace that is diverse and one that is both diverse and inclusive? Your workplace is on its way to becoming inclusive when everyone on your team knows they are valued and feels they belong. Your employees are more likely to feel that way when they are treated with respect by you and their peers, given the chance to use their talents to the fullest and assured of equal opportunities to move ahead. Fortunately, many businesses have the flexibility to make such positive changes, many of which cost little to start and maintain.

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Characteristics of inclusive workplaces

Businesses with well-conceived and consistent inclusion practices share certain characteristics.

Inclusive workplaces tend to be:

- ***respectful***
- ***stable***
- ***productive***
- ***innovative***
- ***energized.***

The benefits extend to both employers and employees.

Respectful workplaces

Traditionally, employees were respected for the work they were hired to do. This is still the case, of course, but studies have shown that employees also equate workplace respect with open acknowledgement and appreciation of their background, their broader experiences and their knowledge. They want to be respected as much for who they are as for what they do, and to be involved on some level in decisions that affect them.

A respectful workplace:

- ***builds trust and reassurance among employees***
- ***reduces absenteeism and workplace bullying***
- ***minimizes workplace conflicts, safety and health concerns.***

Stable workplaces

In a tight labour market, employee turnover is frequent and costly. Business owners not only need to recruit new employees, but also need to retain a stable workforce. The good news is the turnover rate is generally lower in workplaces with inclusive practices.

A stable workplace:

- ***increases employee, client and public confidence in your business***
- ***builds employee, client and stakeholder loyalty***
- ***increases peer and industry recognition.***

Productive workplaces

Inclusive workplaces, which are known for efficient teamwork and excellent communications, tend to yield better decisions and greater productivity. In addition, the lower turnover associated with inclusive workplaces tends to reduce costs.

A productive workplace:

- ***produces better products and services***
- ***has lower input costs***
- ***has less downtime.***

We look at everyone for the abilities they bring to the job, not their disabilities."

– Blair Lundy, Company's Coming Publishing Limited

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Innovative workplaces

Innovation tends to flourish when different backgrounds and talents are respected and recognized, and different perspectives are valued. New perspectives on your business's products and services can really make them stand out in a crowded marketplace.

An innovative workplace:

- ***increases the competitive edge***
- ***improves quality of products and services***
- ***encourages employees' input into decisions, generating employee buy-in.***

Energized workplaces

A diverse, inclusive working environment gives employees the chance to broaden their understanding and enjoyment of new cultures, cuisines, holiday celebrations, recreational activities and more. Providing these opportunities fosters energy and team spirit, and increases communication and productivity.

An energized workplace:

- ***increases team cohesiveness***
- ***attracts new employees and creates a welcoming environment***
- ***encourages communication***
- ***yields good business decisions.***

The challenge, of course, is moulding your diverse workforce into a coherent, well-functioning and loyal team that is inclusive and gives you competitive advantages like these. That's what we'll look at next.

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Self-assessment: Where do I stand?

Leadership is critical in developing and sustaining a diverse workforce. Here's a quick way to assess your commitment to diversity and inclusion in your workplace. Check the statements that apply to you. Then look to the column titled *For more information* for suggested readings within this publication to help you become an even better leader in the drive toward diversity and inclusion.

BUSINESS PRACTICE	IS THIS ME?	CHECK	FOR MORE INFORMATION
Hiring practices	I am open to recruiting my workforce from under-represented labour pools.		Attracting skill and talent
Employee development	At every level, my employees have opportunities for further training to optimize their skills and contribute to the business.		Supporting employee development
	I recognize the achievements of my employees.		Supporting employee development
Workpiace respect	I respect and understand the various cultures and lifestyles represented within my workforce.		Characteristics of inclusive workplaces
	I empathize with the difficulties many under-represented employees face, both in the workplace and in the community.		Accommodating employee needs
	I have developed formal or informal policies that encourage respect and discourage discrimination and harassment.		Retaining employees Five steps to building an inclusion plan (Step 2)
Work-life balance	I am flexible about scheduling working hours and locations.		Accommodating employee needs
	I have identified and addressed the legitimate needs of my employees, such as child care, elder care, benefits and transportation.		Retaining employees Accommodating employee needs

BUSINESS PRACTICE	IS THIS ME?	CHECK	FOR MORE INFORMATION
Human rights	I am familiar with the provisions of Alberta's *Human Rights, Citizenship and Multiculturalism Act* and understand my legal obligation to take reasonable steps to accommodate individual employee's needs under The Duty to Accommodate.		**Characteristics of an inclusive workplace**
	I understand that when interviewing prospective employees, I am not allowed to ask any questions that contravene human rights legislation.		**Other Government of Alberta resources (Alberta Human Rights Commission)**
	I have developed, and I enforce, workplace practices, policies and procedures to ensure my employees are treated equitably.		**Five steps to building an inclusion plan (Steps 2 and 4)**
	I am aware that an employee cannot be terminated if the reason for termination relates to any of the grounds protected under human rights legislation.		**Accommodating employee needs**
Communicating with employees	I encourage discussion about diversity and inclusion at work.		**Five steps to building an inclusion plan (Step 4)**
	I recognize that my employees are from varying backgrounds and adjust my communications accordingly.		**Accommodating employee needs**
	I ask for and implement suggestions from employees about improvements to the workplace.		**Attracting skill and talent** **Five steps to building an inclusion plan (Step 4)**
Beyond your business	I recognize and support the involvement of my employees in non-work activities such as community volunteer work.		**Retaining employees**
	I am involved in non-work activities related to the interests and concerns of my team.		**Retaining employees** **Attracting skill and talent**

Bridging generations and more:
The experience of Davco Solutions Inc.

Davco Solutions Inc. of Grande Prairie opened its doors in 1972 as a one-bay machine shop with just a couple of employees serving the local market.

Now, family-owned and operated Davco employs 60 people who serve northern Alberta's oil and gas, forestry and transportation sectors from a modern 30,000 square foot (2,700 sq. metre) facility. Under the leadership of Janet Plante, Davco has a reputation as one of the best employers in the north country. In 2006, the company was recognized by the local Chamber of Commerce for its employee retention strategies.

Davco's workforce is diverse, well integrated and loyal. Men and women, youth and older workers, and local and foreign-born employees work together in an environment that is respectful, supportive and rewarding.

Like many companies, Davco recruited locally at first. Known as a good place to work, prospective employees often came knocking on the door. Davco increased its labour pool by building and maintaining relationships with local schools and the Government of Alberta's Youth Connections office. Both sources were helpful in identifying potential apprentices. But as the provincial job market tightened, Plante found it necessary to place recruitment ads in British Columbia and Saskatchewan, and through the Government of Canada's job bank service (**www.jobbank.gc.ca**).

In 2005, following Plante's participation in a provincial government foreign worker readiness information seminar, the company hired its first offshore workers.

The information and contacts Plante gained from the seminar encouraged her to attend a job fair in Bonn, Germany, where she was approached by 52 qualified people. She hired three on the spot as machinists for her Grande Prairie plant. They have worked out splendidly, as have subsequent employees hired from Russia and Holland.

Davco actively encourages employees to recommend people for new positions. This tactic, which has resulted in the greatest number of new hires, seems most effective when the original employee has come from a different town or country.

Important as such initiatives are to successful recruiting, Plante stresses that it is an employer's attitude toward staff that makes the difference between people staying or leaving. She will not tolerate bullying on the job site and has worked hard to change or correct such behaviour at Davco. "We have attracted women to the trades side of our staff. Sometimes the men did not know how to approach the women,

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especially if it was with some negative feedback. As a woman, I was able to 'translate' in some cases. This was an adjustment for our staff, but maybe not as big an adjustment as in some shops because the men already had to deal with me as a leader." As a result, she says, "We have been able to employ more people and retain them."

Diversity has brought other challenges as well.

"One of the biggest hurdles we deal with every day in creating an inclusive environment," says Plante, "is the four different generations we employ." To address this issue, she contacted The Center for Generational Studies in Aurora, Colorado. "They have a video instruction package on Managing the Generations in Today's Workplace. That package identified the influences on the different generations, the major events and phenomena each was exposed to and the factors that affected each generation's outlook on life. When you have real life examples right in front of you it really sends things home. Once you understand the reason behind the behaviour it is often easier to manage."

Plante says that "with each new form of diversity at Davco, our workforce becomes more understanding and tolerant." In 2007, Plante's efforts to bridge the generations were applauded by businesses across the province when Davco was given the Employer of Youth Award of Distinction by the Alberta Chamber of Commerce.

Plante would never claim to have solved the labour shortage that confronts Alberta businesses today. In fact, she can think of several emerging labour issues she must face: the balance between providing flexibility for non-work related matters and still getting decent productivity and the challenge of motivating employees. It has also become increasingly difficult to provide the best environment for employees while making decisions that are in the best interests of the company. "Constant training to get better at what we do has become extremely important because there is no single solution to the labour crisis we face," says Plante.

With that in mind, Plante shares her top five tips for building a strong and unified workforce:

1. ***People perform better when they feel valued.***
2. ***People react better to positive reinforcement than to intimidation or bullying.***
3. ***People perform according to your expectations of them.***
4. ***People inherently try to do a good job. No one ever sets out to be a poor performer.***
5. ***When it comes to poor employee performance, we need to look at management first. Management is ultimately responsible for giving employees the information, tools and guidance they need to get the job done.***

As these tips suggest, Plante is convinced that proactive, adaptive leadership training is critical to the ongoing success of Davco. "The most important issue is adapting our management skills to deal with the current labour issues. Old-style management simply does not supply the right tools or experience to resolve present-day problems. At one time, you could gather a workforce that responded well to a particular style of management. Now you need several styles of management so you can adapt to suit each employee."

As the Davco experience shows, inclusive working environments don't just happen—they are the result of ingenuity, flexibility and determination.

Constant training to get better at what we do has become extremely important because there is no single solution to the labour crisis we face."

– Janet Plante, Davco Solutions Inc.

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Creating a culture of inclusion

Business owners and managers may believe the diverse workforce they have worked so hard to assemble is, by definition, inclusive. Not necessarily.

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No workplace is inclusive simply because it is diverse. Like all crucial aspects of your business, diversity is planned for and managed. Business leaders identify practical strategies to move forward on diversity management and then commit fully to its implementation with an *inclusion strategy*.

There is no one-size-fits-all inclusion strategy. Every company has specific needs and even those can change over time. But most business leaders tend to build their inclusion strategy around four main human resources goals:

- ***Attract talented, motivated and committed employees.***
- ***Accommodate the legitimate needs of employees.***
- ***Create opportunities for all employees to grow and excel within the business.***
- ***Retain a diverse mix of staff.***

As you manage the diversity of your workplace to address each of these goals, you'll gradually create a culture of inclusion. Your business will become more competitive because of its success in these critical areas.

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"If an existing employee introduces us to a new recruit, and that new recruit works out past our three-month probationary period, then we give the first employee a thank you bonus. That has been successful in turning our employees into recruiters."

– James Stevens, The Pasta Mill

Attracting skill and talent

Employees come and employees go. That's a fact of life, even in the most successful business. If you have assembled a diverse team, you have an advantage in being able to attract replacement workers. Your very diversity will help build and maintain the strength of your workforce.

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Effective employers tend to be realistic when hiring. They are very clear about what it will take to get the job done, laying aside their preconceptions about a process. For example, instead of trying to find 'big, strong young guys' to do a particular job, an employer could ask, 'What is really relevant to getting the job done? Do these employees really have to be big and strong?' Well, perhaps they do. But do they also have to be young or male? Maybe not."

– Lesli Flaman, re:Vision Corporate Consulting

Practical advice from successful recruiters

Tell your employees that you are recruiting.

Almost everyone—including your employees—knows someone who is looking for work at any given moment. Tap into that knowledge. There is simply no faster and cheaper way for you to find potential recruits. Your employees already know a great deal about the way your business operates, the nature of their working environment and the kinds of skills that are needed. As they spread the word to their circle of family members, friends and neighbours, you may start getting job candidates whose goals and attitudes mirror those of your existing workforce. If your workforce is already multilingual or multicultural, your new employees will likely feel more comfortable working with their co-workers. This could also increase your ability to keep these employees.

Participate in community or special interest activities.

With their busy schedules, business owners and managers are sometimes visible only on the shop floor or in the office. You might try stepping outside those boundaries by taking part in community groups or activities. Being visible in the community will help you build a reputation as someone who is approachable and genuinely interested in the lives employees lead outside of work.

Recruit creatively.

Traditional channels for recruiting, such as classified ads in newspapers and job fairs, may result in some hiring success. But you may get even greater results by expanding your advertising to organizations that promote diversity, including Aboriginal Band Council offices, community facilities or local convenience stores. You might also consider using an employment agency that specializes in finding workers from under-represented labour groups. Check the business pages of your phone book for listings of employment agencies in your area.

Demonstrate your pride in diversity and inclusion.

How many people outside your business know about your workplace diversity and inclusion? Probably not enough. Consider highlighting the diverse character of your workforce and the close-knit nature of your working environment at job fairs, in recruitment notices or in interviews. Potential job recruits will likely respond with enthusiasm and have a clear appreciation of the efforts you are making and the goals you have in mind to be a diverse and inclusive workplace. This is a simple, effective way to get noticed.

Leverage the knowledge of your diverse team.

When it comes to designing products or services for non-traditional or niche markets, such as those defined by ethnicity, age or lifestyle, your diverse team may have all sorts of practical advice. Ask for their opinions. Involve them, when possible. For example, could your employees test-market items for you? Provide free test products or services in exchange for honest feedback. While such actions serve a marketing function, they also let customers in that non-traditional market know you care about and want to address their needs. As in any community, word travels fast. In time, potential employees from that market may seek you out as an employer of choice.

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Accommodating employee needs

Accommodation has a broad meaning in today's workplace. In part, it refers to extending consideration to those employees who face work-life challenges.

For example, many employees find themselves wholly responsible for not only their own financial or medical care, but also their dependants, including children and parents. Or, employees may have difficulty with English to a degree that it affects their performance. Others, particularly those who come from traditionally patriarchal cultures, may find it hard to adjust to gender equality in the workplace.

Challenges like these are common in diverse workforces. Your ability and willingness to direct employees to services and programs that help them meet these challenges can make the difference between retaining them and losing them.

As you try to meet these needs, keep in mind that your goal is to treat your employees fairly or equitably, rather than equally. The distinction is important. By treating your employees equally, you may be ignoring the differences among them. But when you treat them fairly or equitably, you recognize and celebrate their differences in accordance with their individual needs. You actually level the playing field so that everyone can participate and thrive within your workplace.

Accommodation also has a legislated meaning in the workplace. Under the Alberta *Human Rights, Citizenship and Multiculturalism Act*, employers have a duty to take reasonable steps to accommodate employees' needs. Employers must ensure their workplace is free of any rule (written or unspoken), practices or physical barriers that have a negative effect on employees, such as discriminatory hiring practices, inaccessible facilities and equipment for those with physical limitations and prohibiting the observance of religious holidays.

RESOURCES THAT CAN HELP

An excellent information sheet on Duty to Accommodate can be found in the publications section at **albertahumanrights.ab.ca**.

Accommodating specific needs

Language

An employee's inability to communicate clearly—verbally and in writing—affects job quality, productivity and safety. Your willingness to invest in language programs may be part of the solution. Provincially funded programs in most regions of the province can help your immigrant employees with low literacy skills receive training while they are working.

For information on volunteer tutors, adult literacy and family literacy programs, visit **www.advancededucation.gov.ab.ca/other** and click on Community Adult Learning Councils.

In some situations, "on-the-spot" translation may be helpful. Pair an employee with someone who speaks both *their* language and English. That person can act as a go-between while the new employee learns the job and improves their English. Think of this as on-the-job language mentoring.

Religion

If your employees practice various faiths, you may want to consider modifying your time-off and vacation policies. In accommodating their legitimate religious needs, you might actually gain greater scheduling flexibility in your operations.

How about booking meetings or events outside of cultural or faith-based event dates? Consider giving your staff calendars or daily planners with all observances included.

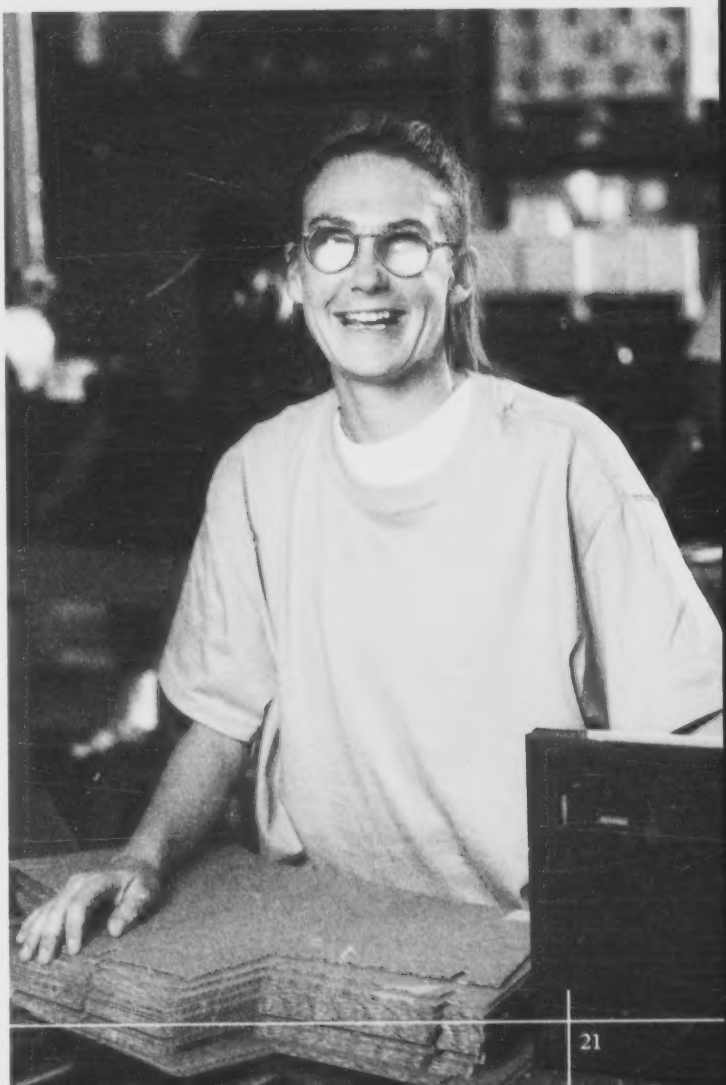
Many people live out their cultural or faith-based values in a personal way different from what others consider traditional practice. For example, fasting may be practised at certain long-term periods of the year by some and for very brief but particular circumstances by others. When in doubt, ask.

Does it cost a business to accommodate its workers? Of course it does. But it more than pays off in staff goodwill, in staff loyalty and in staff retention."

– Jaie Phillips, Canterra Suites Executive Hotel

Around certain holidays, like the Chinese New Year, we always have a rush of requests for time off. We handle it on a first-come, first-served basis. The employees understand that not everyone can have the same time off."

– James Stevens, The Pasta Mill



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We fit their schedule because when I add up all their hours, I get what I need in terms of being able to get the job done."

– Blair Lundy, Company's Coming Publishing Limited

Family responsibilities

Employees who are the main caregiver for young children or elderly parents may need a more flexible work schedule. In many businesses, it is possible to accommodate both the work schedule and the personal responsibilities without affecting productivity. By discussing options with your employees, you will likely find a reasonable compromise.

Sexual orientation

Inclusive workplaces do not tolerate unfair discrimination, including that of employees who are gay, lesbian, bisexual or transgender. Your clear and visible commitment to their well-being on the job is important. You might also want to review your policies on benefits for partners, bereavement leave, gender transition guidelines and other pertinent matters.

RESOURCES THAT CAN HELP

You can also support your employees with family responsibilities by directing them to community programs and supports:

- Alberta Child Support Services helps low-income employees arrange court orders and family maintenance. Visit **employment.alberta.ca/css** or call 310-000 to contact the local office in your area.
- The Alberta Adult Health Benefit program (**employment.alberta.ca/ahb**) and the Child Health Benefit program (**employment.alberta.ca/achb**) provide support for health services for low-income employees and their dependant children.
- The *Guide to Services for Lower-Income Albertans*, available at **services.gov.ca/LowerIncomeGuide**, lists resources and programs available from provincial government departments. It is available in various formats including audio and Braille (for those with Braille display equipment).
- Vibrant Communities, with offices in Edmonton and Calgary, provides financial and tax advice to low-income Albertans. Visit **www.vibrantedmonton.ca** or **www.vibrantcalgary.com**.
- Momentum in Calgary provides loans (small, low-cost loans for those not considered credit-worthy by conventional standards) for needs such as loans for trade tools, security deposits, utility payments, education upgrading and credential assessments. Visit **www.momentum.org**.
- The Immigrant Access Fund provides micro-loans for accreditation, training and upgrading for internationally trained immigrants. Visit **www.iafcanada.org**.
- Director Military Family Services provides resources within the Military Family Services Program for the Department of National Defence and Canadian Forces. Visit **www.cfpsa.com** for more information.

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Supporting employee development

Your productivity depends, in many ways, on the full use of your employees' skills and talents. Knowing the strengths and ambitions of your employees and offering them corresponding opportunities to upgrade or expand their skill set will ultimately benefit not only the employee but also your workplace and business.

Employees often have much to teach their employers. It all starts by listening. You may learn, for example, that someone working on your production line was trained as a process engineer in his or her country of origin. Explore the potential of applying that knowledge and experience to improve the way you produce your goods. The idea here is to look beyond what people are doing for an income right now—it often takes some time before new immigrants can become professionally accredited in Canada. In the meantime, you can build on their talent and experience.

Why not encourage discussion among your employees about your business, the ways in which you produce goods or offer your services and how you market them? You could kick-start such discussion with something as simple as a centrally located suggestion box, offering a monthly prize for participation. Or, ask volunteers to join you in an informal, monthly brainstorming session about the challenges and opportunities faced by your business. You might be pleasantly surprised by the result. Showing your appreciation to those who helped you reach some positive outcomes will heighten team rapport. This is especially important in small companies, where opportunities for advancement may be limited.

> Cross-training—giving employees access to related training that allows them to move laterally into something new and interesting—goes a long way in keeping a job fresh and challenging."
>
> – Ruth Hanus, Alberta Food Processors Association

> Patience is essential. If an employer spends 20 minutes, which they 'don't have,' to show a new worker the proper way to do a job, that worker will never have to ask again and will always do the job properly. That's a good investment of time for any employer."
>
> – Jay Bortnik, Merit Contractors Association

Remember that recognition, other than money or promotion, can also be rewarding.

When promoting a new position, ensure that your existing team hears about it first. If possible, always promote from within. This can go a long way toward building morale and encouraging others to strive for advancement.

To build the skills of new employees, you may want to arrange mentoring partnerships. This can be an informal "buddy system" in which a responsible and well-trained employee helps a new recruit with job orientation, language training or skills development. This may reduce productivity for a short while, but in the long term you'll more than recover those costs.

You can also support your employees' development by considering the stage they're at in their life. For example, young workers might benefit from career development workshops while experienced workers might benefit from management training programs.

Retaining employees

Businesses traditionally compete for employees on the basis of wages. Although wages still matter, they are not the only consideration. Some business owners have been able to retain employees by offering:

- ***flexible scheduling***
- ***employee recognition and empowerment***
- ***conflict management strategies***
- ***work-life balance supports***
- ***child care***
- ***elder care***
- ***health benefits (e.g. medical, dental, disability)***
- ***health and safety education on the job***
- ***employee assistance (e.g. grief or family counselling)***
- ***financial supports and advice***
- ***legal supports and advice.***

By making reasonable adjustments to the structure of jobs in your business, you may be able to retain good employees. Could you divide a single job into two or more part-time jobs? This might work better for employees who cannot or do not want to work full-time or who, because of a disability, cannot take on all the full responsibilities of the job.

By identifying and addressing the needs of your employees, you benefit twice: first from their desire and ability to stay, and second for saving on recruitment and training expenses.

Here are some other practical ideas that may help you to retain more employees in the long term:

- **Create part-time instead of full-time shifts** to provide the scheduling flexibility employees may need to stay with you.
- **Help set up car pools** or make other arrangements for those who are new to the area and lack transportation.
- **Build your employees' trust**. You could, for example, have lunch with them once in a while and talk about something other than work.
- **Arrange for employee memberships** in local wholesale food and merchandise clubs to reduce their personal living costs.
- **Plan a staff event** around a non-standard religious or cultural event so that all employees can learn to appreciate the nature of the occasion. Have those who observe it share their knowledge and experience.
- **Provide each employee with a letter of employment** to help them qualify for financing on mortgages, car loans and household purchases.

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Inclusion is an attitude:
The experience of Canterra Suites Executive Hotel

When it comes to developing and sustaining an inclusive workplace, the attitude management brings to the table is critical to success.

Since it opened in 1999, Canterra Suites Executive Hotel in Edmonton has won many awards for exemplary service: housekeeping awards (six consecutive years), a Health Workplace Initiative Award from the Psychologists' Association of Alberta, Alberta Chamber of Commerce awards of distinction for diversity leadership and 141 voluntary nominations from guests for Edmonton Tourism's *You're Welcome Awards*.

These awards point to the hotel's achievement in developing an inclusive, loyal and highly motivated workforce that provides excellent service to clientele. More importantly, they reflect the positive, co-operative attitude among management and staff toward building and sustaining a workplace of inclusion.

Canterra's 13-person, multi-generational workforce includes women and men from Guyana, Philippines, Portugal, Trinidad and Canada. Language, cultural and religious differences abound. One staff member cannot read, another has autism, another is gay. Within this array of diversity, teamwork and performance are the orders of the day.

While some might see this team dynamic as complex or challenging, Canterra identified an opportunity and made the most of it. The result is a very successful business. The hotel's profit margin is excellent, staff turnover is low and it regularly enjoys nearly full occupancy. Guests, who come back time and again, often refer business associates, friends and relatives. Jaie Phillips, the general manager, says Canterra has not found it necessary to advertise because word of mouth attracts recruits.

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How did Canterra achieve this level of success?

As Phillips says, "Around here the general manager's job is no more important than the houseman's—just different. We run this hotel as a team. And our team spirit comes from acknowledging, accepting and respecting our individual differences."

When employees are ill, have a medical appointment or have to leave early to pick up kids, someone covers for them, knowing the favour will be returned another day. Getting the job done matters more than time sheets.

There are also unexpected benefits to such a welcoming atmosphere. The fact that almost everyone covers for someone else on occasion means fresh eyes may see operational problems where the regular employee sees only routine.

When employees leave—to return to school or to go on maternity leave—they occasionally find their own replacements. Everyone feels comfortable about suggesting changes to their specific jobs and to the overall operation of the hotel. Phillips insists that every suggestion is taken seriously. Her employees agree.

The benefits are obvious. Not only do the hotel employees excel at their jobs, they also seem to view their workplace as a second home. In fact, four have been employed there since the hotel opened. This is the kind of place where people want to work.

Phillips is proud to say that her staff is loyal, highly productive and highly supportive of each other. In her view, this is due to employees' respect for one another and for their differences, as demonstrated in the following.

- ***Language diversity is seen as an advantage. Not all of the hotel's guests speak English and employees often act as translators.***
- ***Jobs are assigned based on clear identification of individual talents and abilities.***
- ***Management and staff acknowledge that illness often arises unexpectedly, meaning that everyone needs to pitch in to cover shifts.***
- ***When employees are struggling with matters in their personal life, management not only encourages them to seek support but researches available options for them.***
- ***The employee benefits plan, which the staff helped to choose, extends to everyone in the business and offers a balanced set of medical and other benefits that are particularly important to low-wage earners.***
- ***Employees regularly get together to have potluck meals and to celebrate individual successes.***
- ***Management routinely asks staff for their opinions about operational issues.***

By encouraging people to speak up and by listening carefully when they do, Phillips is able to run a business that is as genuinely caring as it is financially profitable. That is the mark of a truly inclusive workplace.

Around here the general manager's job is no more important than the houseman's—just different. We run this hotel as a team. And our team spirit comes from acknowledging, accepting and respecting our individual differences."

— Julie Phillips, General Manager, Canterra Suites

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Develop an inclusion plan that works for you

Consider writing your own inclusion plan to increase diversity and foster inclusion within your business.

Think of it as the human resources part of your overall business plan. It doesn't matter if your company is small or large, rural or urban, new or well-established—creating such a plan is critical to setting long-term direction, establishing benchmarks and measuring progress. You know what they say: what gets measured gets done.

There is no single, correct approach to encouraging diversity and inclusion. As a business leader, you have the flexibility to create the kind of plan that works best for you. Here are some things to consider as you develop your plan for an inclusive workplace.

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Five steps to building an inclusion plan

Step 1: Know (and show) where you stand.

Business leaders agree: workplaces become inclusive through real leadership at the top. It is no longer sufficient to count heads and say that you have a diverse group of people. Instead, you have the option to turn your business into a competitive one with a workforce moving in unison, diverse in its strengths and cohesive in its commitment to positive change.

While many business people share a preference for simplicity in their day-to-day operations, the truth is that managing diversity is often complicated. In part, this is because every workplace is different and changeable, depending on the mix of employees and the business challenges being faced. As your staff becomes more diverse, you will face more management challenges. By having a clear sense of direction and establishing milestones that let you and your employees know you are succeeding together, you will find it easier to implement your plan.

Creating a more inclusive workplace may mean reviewing your business practices: financing, prioritizing business goals, communicating (showing the importance of diversity and ensuring staff feel they belong), and confronting your own biases and working to eliminate them. It may even require your personal involvement in employee matters that you had not thought about before or that make you uncomfortable.

While it is ideal for a business owner to be directly involved in issues related to inclusion, you may find it makes more sense to delegate day-to-day concerns to someone whose training or personality may be well suited to the task, such as a respected supervisor.

To help you decide if you are the best person to develop and lead your inclusion plan, ask yourself:

- ***Do I openly acknowledge my biases towards others?***
- ***Do I enjoy learning about different countries, cultures, faiths or lifestyles?***
- ***Do I empathize with the difficulties faced by others in their work or personal life?***
- ***Am I receptive to new ideas?***
- ***Do I demonstrate respect for individual differences?***

- ***Do I modify my behaviour or expectations in light of circumstances, or do I expect others to adopt my point of view?***

Step 2: Give everyone a role.

Your employees know as much about your business as you do. Maybe they don't know as much as you do about the big picture, but they clearly have in-depth knowledge of their specific jobs and the people they work with. They know what works well and what doesn't, what's safe and what isn't, where the bottlenecks are in the process and whose personal problems are affecting their performance at work.

You can benefit from these insights when you take the time to consult your employees and they know they can respond openly and frankly without fear of reprisal.

Encourage them. Ask your team for suggestions and let them know your door is open. Offer an incentive for suggestions, include them in decision-making or brainstorming and acknowledge their contributions, whether large or small.

While it is important that your employees know about and understand your plan for moving forward on diversity and inclusion, it is equally important they understand how to contribute to its success. Perhaps during performance reviews you could discuss with them their potential contribution to diversity goals.

Within your inclusion plan, you might delegate specific roles to certain employees. Sharing the load can help you while making your staff more directly accountable for the plan's overall success. While some employees may not want such additional responsibility, others will jump at the chance to show the range of their abilities and the value they bring to your business. Delegating responsibilities is way to show confidence in your employees and gain their trust.

If an employee shows both skill and enthusiasm about a particular role that is of long-term value to your business, think about offering them the chance to gain more expertise in the area. For example, if staff members take a special interest in safeguarding human rights in the workplace, ask if they would like to take part in workshops offered by the Alberta Human Rights and Citizenship Commission (visit **albertahumanrights.ab.ca**). This might lead to their acting as a liaison between you and your staff about important issues.

In short, by sharing your inclusion plan with your employees and the part they play in its success, you may find it easier to manage the growing diversity of your team.

Step 3: Tap into your network.

No one person has all the answers. But it is almost certain that someone, somewhere, has already dealt with an issue similar to what you may be facing.

Approach your peers, outline your situation and ask what they'd do in a similar case. If they don't have direct experience with the issue, the odds are they will refer you to their own network of contacts for advice. Sometimes you'll discover that people in your industry are facing the same challenges as you. By banding together, you and your colleagues may be able to come up with a solution that works for all of you.

The networking meetings at local trade or business community associations (e.g. chamber of commerce, board of trade or service club) are a real bonus because you may hear about innovative ways to deal with common business problems.

Visit the Community Futures Network Society at **www.cfnsa.ca** to find out about networking opportunities and leadership supports in your area.

Additionally, you'll find the Government of Alberta (and other levels of government) willing partners. You'll discover there are many free or low-cost workshops, publications and courses on labour and diversity issues that matter to your business. Ask about funding programs and other industry contacts that may be able to help you. See the resource section at the end of this publication.

No one person has all the answers. But it is almost certain that someone, somewhere, has already dealt with an issue similar to what you may be facing.

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Step 4: Strive for open and clear communication

A highly diverse workforce tends to reflect the issues, trends and cultural variation of the broader society. Often, it takes time and considerable effort to open and maintain good lines of communication within a diverse workforce.

As a business leader, you can help your diverse staff come to terms with their own ethno-cultural biases. If, for example, you overhear some employees ridiculing the dietary preferences of another staff member, you might want to introduce an ethnic food day each month that allows everyone to sample the cuisine while someone knowledgeable about the food explains its cultural origins and significance. Or, if language differences seem to divide your employees too often, why not start a word-of-the-day routine: employees explain a common word in their language and its meaning, and teach everyone how to pronounce it correctly. By cycling through such elements of the ethno-cultural diversity within your workforce, you will gradually break down many of the barriers that divide people both at work and in their personal lives. In short, by celebrating differences, you may forestall many of the conflicts that could otherwise arise.

Involving your employees directly in the solutions to such common workplace difficulties is a mark of your leadership. It is one aspect of your own communication style, one that sets the tone for your entire workplace.

Here are some practical suggestions from Alberta business leaders that you can implement yourself as gestures of effective cross-cultural communication:

- ***Start with the basics: learn each employee's name and pronounce it correctly.***
- ***Information empowers—keep everyone posted about your expectations and plans. Even when bad news is involved, such as a loss of a major contract, your employees would prefer to know what is happening. Never let rumour trump fact.***
- ***Some of your employees may not completely understand lengthy notices, memos or announcements. Some may be visually, hearing- or attention-impaired. Consider using translators to help share the information.***
- ***Tap into widely available services for immigrants, such as intercultural competence audits, language assessments and diversity or intercultural competency training. Visit* employment.alberta.ca *for more information.***

Step 5: Track and measure

By tracking your efforts at building workplace inclusion, you'll know how you are doing. Set achievable objectives, measure your progress and communicate the results.

What kinds of indicators related to workplace inclusion can you track? There is no single answer because every business is so different. So, set your own benchmarks and keep tabs on factors that:

- yield positive business results that you can measure over time, such as employee or customer satisfaction
- increase your employee retention rate
- improve productivity and add value for your customers
- introduce innovation into your day-to-day operations.

To get you started, here are five key signs of workforce inclusion to use as benchmarks.

1. ***My workforce reflects the composition of my community.***
2. ***I distribute job promotions or enhancements without bias, reflecting the composition of my workforce.***
3. ***I provide training opportunities without bias.***
4. ***I recognize my employees for their efforts at fostering inclusion.***
5. ***My employees share in the company's success.***

The final word on inclusion

The real key to planning and developing a more inclusive workplace is your attitude.

By openly acknowledging and respecting diversity, by helping your employees solve problems in their work and personal lives and by keeping everyone in the loop about your intentions, your inclusion strategy will gradually gain momentum. If you are willing to be the catalyst for such fundamental change, you will distinguish your business from those of your competitors.

The benefits are yours to reap. Inclusive businesses get the most from their employees, while their employees show a greater sense of commitment and loyalty to the business. In an extremely tight labour market like Alberta's, developing and sustaining an inclusive workplace is a proven path to continued success.

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Discovering unexpected benefits in diversity:

The experience of The Beverly Centre, Lake Midnapore

While not every Alberta business actively pursues the diversification of its staff, most find that current economic conditions result in a labour pool that is much more diverse than the one they traditionally employed.

As a result, many have discovered unexpected advantages. This is the case at AgeCare's The Beverly Centre, Lake Midnapore (south Calgary). As general manager Rob Shea says, "We have come to realize that diversity is not a burden, but rather a benefit to both our residents and our employees."

AgeCare is a Calgary-based company founded in 1998 by Dr. Hasmukh Patel and Dr. Kabir Jivraj. The Beverly Centre, Lake Midnapore, is one of six facilities AgeCare operates in five western Canadian communities.

The company provides long-term care to seniors, using the *aging in place* model, a model of caregiving that encourages and supports the elderly to remain in the same facility, even as their physical or mental abilities change. Continuity in physical surroundings and staff is very important in elder care.

There is no formal diversity plan at AgeCare. "Our only concern," says Shea, "is the ability of the applicant to provide excellent care for our residents." Nonetheless, the changing complexion of Alberta's labour force has created an extraordinarily diverse workforce at The Beverly Centre.

Among the Centre's 300 or so employees, about 60 per cent are foreign-born, representing a wide range of races, languages, religions and cultural traditions. To encourage existing staff members to recommend friends and family for employment, the Centre has instituted a financial incentive plan that rewards these in-house recruiters. This has contributed to even more diversity.

In many ways, the ethno-cultural variety of the Centre's workforce mirrors that of its elderly residents. This has produced several advantages. On the simplest level, it has given many residents a high level of comfort with the caregivers who attend to their needs around the clock. That sense of comfort is even greater when residents and staff share a language. Speaking the same language has reduced the frustration some seniors feel when they need to communicate. As Shea says, "Imagine being in pain, or trying to tell someone you are hungry, but having no good way of letting anyone know. As residents communicate their needs to someone with the power to help who also speaks their language, they are overwhelmed with joy."

Language differences have dictated a need management has accommodated. The Centre has signs posted in 17 languages to ensure that everyone understands the importance of washing hands in this diverse community of workers. Similarly, managers frequently pair new immigrant staff members with longstanding employees until the new recruit becomes proficient in English.

With so many cultures among the Centre's staff, it is natural that many different religious faiths are represented as well. The Centre is working toward the development of a non-denominational chapel where all may practice their faith.

The religious and cultural differences within the Centre are celebrated in many ways. Monthly elegant dinners and regular potluck lunches allow both residents and staff to prepare and share ethnic foods and music. In addition, says Shea, "We do not limit staff holiday or vacation time to the statutory dates, but allow employees to take their time off on days that are of cultural significance to them." This proactive form of accommodation, incidentally, provides greater flexibility in staff scheduling.

The Centre has also carved out positions specifically for staff with physical disabilities. For the last six years, management has worked with staff from the Alberta Government's AISH (Assured Income for the Severely Handicapped) program to provide employment opportunities for individuals who are disabled.

Finally, the Centre's staff represent multiple generations, ranging in age from 18 to 72 years. When it comes to older staff members, the Centre has sometimes redefined duties so that elderly housekeepers, for example, are not required to do heavy lifting or operate equipment that is beyond their capabilities.

As a result of these many initiatives, AgeCare facilities experience a turnover rate much lower than the norm for the health-care industry.

Diversity and the feeling of inclusion that has accompanied it at the Centre has proven extremely good for business.

"It is our differences," says Shea, "that make this an exciting facility in which to work."

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Resources

Alberta Employment and Immigration

Employers and business owners can access information about the labour market, Alberta's employment standards, workplace health and safety, and other workplace topics from Alberta Employment and Immigration. Website: **employment.alberta.ca**

AEI publications

To get your copy of the following free government publications:

- Order or download a copy from the Alberta Learning Information Service (ALIS) website at **alis.alberta.ca/careershop**
- Call the Alberta Career Information Hotline at 1-800-661-3753 toll-free in Alberta or 780-422-5283 in Edmonton. Hotline advisors are available Monday to Friday from 8:15 a.m. to 4:30 p.m.
- Visit an Alberta Employment and Immigration office. Check **employment.alberta.ca/offices** for the office nearest you.

Better Balance, Better Business: Options for work-life issues
Provides a business case for why employers should care about the demands of work and personal time commitments of employees and ways to improve work-life balance.

Beyond Pay and Benefits: Effective practices from Alberta employers
Shares successful strategies from Alberta employers who go beyond wage and benefits packages to recruit and retain employees.

Employment Series for Persons With Disabilities: Tips for employers
Offers a practical business approach to hiring persons with disabilities and includes numerous resources and answers to typical concerns and questions.

English Express: Be safe at work
Provides practical information in basic English for low literacy workers on how to spot danger, use safety equipment, report injuries and share health and safety concerns.

English Express: Employment law protects workers
Provides basic employment information for low literacy workers on minimum wage, vacation, rest breaks, overtime, statutory holidays and how to read a pay stub.

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Finders and Keepers: Recruitment and retention strategies

Offers practical strategies and tools to help small to medium-sized businesses attract, recruit, select and retain employees.

A Guide to Rights and Responsibilities in Alberta Workplaces

Provides answers to questions about employment standards, health and safety, human rights and workers' compensation, as well as a comprehensive list of contact information.

Let's Talk: A guide to resolving workplace conflicts

This self-help resource provides guidance on conflict resolutions.

Labour Market Information for Your Business: A practical guide

Provides a business case for how business can benefit from using labour market information, including a model to research, analyze and use data, as well as a list of helpful resources.

Safe and Healthy: A guide to managing an aging workforce

Examines perceptions and realities about the capabilities of older workers and offers tips for keeping workers of any age safe and healthy on the job.

Skills by Design: Strategies for employee development

Provides tools and know-how for fostering employee learning and development, including resources and strategies for developing employee skills.

Welcome to Alberta: Information for immigrants

Offers practical information to immigrants who are settling, living and working in Alberta, covering topics such as banking, child care, transportation and the legal system.

Working in Alberta: A guide for internationally trained and educated immigrants

Provides information about agencies, professional organizations, government departments, websites and publications that can help during the period of transition for workers new to Canada and Alberta.

X-treme Safety: A survival guide for new and young workers

Provides workplace health and safety regulations for young or inexperienced workers

Tip sheets

Short articles for employers on a wide range of business-related topics on the ALIS website. Search alphabetically or by employer audience, keyword or topic.
Website: **alis.alberta.ca/tips**

AEI programs and services

Alberta Employment and Immigration provides programs and services to support workplaces that are safe, healthy, fair and stable for employees and employers. The department is also responsible for financial, health benefits, child support services and employment training support to Albertans in need.

Alberta Immigration Promotion

Helps Alberta businesses and industries match skilled foreign workers with specific job opportunities in Alberta.
Website: **alberta-canada.com/immigration** under (Alberta Immigration Promotion)

Alberta Works

Helps employers meet their need for skilled workers and helps Albertans with low incomes cover their basic costs of living. The program includes employment and training services, income support, child support services and health benefits. *A Guide to Services for Lower-Income Albertans*, a comprehensive list of resources in various formats, including Braille, is also available on this site.
Website: **employment.alberta.ca/albertaworks**

Building and Educating Tomorrow's Workforce (BETW)

Supports employers through industry-specific strategies to help inform, attract, develop and maintain workers.
Website: **employment.alberta.ca/betw**

Canada-Alberta Job Order Bank Services (JOBS)

Helps connect employers and job seekers by displaying job vacancies. Job Bank for Employers lets employers post their job openings free of charge through the Internet.
Websites: **alis.alberta.ca/employment/jp** or **jobbank.gc.ca**

Disability Related Employment Supports (DRES)

Provides assistance for Albertans with disabilities to maintain employment, which may include a job coach, job mediator, mentor and workplace modifications.
Website: **employment.alberta.ca/dres**

Employer Toolkit

Promotes government resources under the four themes of the Alberta labour force strategy, Building and Educating Tomorrow's Workforce: Inform, Attract, Develop and Retain.
Website: **employment.alberta.ca/etoolkit**

Employment Standards

Provides resources and education programs to help employers and employees better understand their rights and obligations under the *Employment Standards Code*.

Edmonton: 780-427-3531

Toll-Free: 1-887-427-3731

Website: **employment.alberta.ca/es**

First Nations Training-to-Employment Program

Supports partnerships between the private sector, government and First Nations, and assists First Nations people in finding and keeping employment. Employment and Immigration offices have details on this program.
Website: **employment.alberta.ca/offices**

Labour Force Profiles

Offers statistical information on specific labour groups in Alberta.
Website: **employment.alberta.ca/lmi**

Labour Market Partnerships

Provides funding to develop and support projects with industry, business, community and employer groups that have common labour market needs. The program supports short-term projects, including conducting research or developing strategic plans, undertaken by groups of three or more partners who represent various segments of an industry or community.
Website: **employment.alberta.ca/wp**

Provincial Nominee Program

Helps pre-approved Alberta employers recruit skilled foreign workers.
Website: **alberta-canada.com/pnp**

Summer Temporary Employment Program (STEP)

Helps organizations hire Alberta youth during the summer months.
Website: **employment.alberta.ca/step**

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What Works–Alberta

Provides information for industry partners to learn and share effective practices related to the programs and services of Alberta Employment and Immigration.
Website: **employment.alberta.ca** under About Us

Workplace Attraction and Retention Partnerships (ARP) Program

Assists employers and employer associations take timely and direct action to attract and retain workers.
Website: **employment.alberta.ca/wfpartnerships**

Workplace Health and Safety

Provides information and promotes health and safety through partnerships, education and enforcement of the *Occupational Health and Safety Act*.
Website: **employment.alberta. ca/whs**

Youth Connections

Connects young people with businesses looking for employees.
Website: **employment.alberta.ca/youthconnections**

Other Government of Alberta resources

Contact the Government of Alberta Call Centre for general inquiries on Alberta government programs and services.

Phone: 310-0000 toll-free in Alberta

Persons who are deaf or hard of hearing with TTY equipment call 780-427-9999 in Edmonton or 1-800-232-7215 toll-free in other Alberta locations.

Phone lines are open from 8 a.m. to 6 p.m. Monday through Friday. Voice mail is available after hours.
Website: **services.gov.ab.ca**

Alberta Human Rights and Citizenship Commission

Provides information about and addresses complaints related to human rights in the workplace.
Website: **albertahumanrights.ab.ca**

Summer Farm Employment Program

Provides wage support to Alberta farmers who hire young people full-time during the summer.
Website: **www.agric.ab.ca**

Government of Canada resources

For information about federal government programs and services or to be directed to a Canadian government office, call 1-800-O-Canada (1-800-622-6232). Assistance is available 8 a.m. to 8 p.m. Monday through Friday.

Deaf or hard of hearing callers with TTY equipment, call 1-800-465-7735 toll-free throughout Canada.

Aboriginal Workforce Participation Initiative

Produces an Employer Toolkit with models, contact lists, recruitment services and sources of awareness and training programs geared to Aboriginal employment.
Website: **www.ainc-inac.gc.ca/ai/awpi**

Citizenship and Immigration Canada

Detailed information on the federal requirements of the Temporary Foreign Worker program.
Website: **www.cic.gc.ca/english/work**

Associations

Alberta Association of Immigrant Serving Agencies (AAISA)

Represents organizations that provide immigrant settlement support services, employment training, work culture orientation, job referrals and more.
Website: **www.aaisa.ca**

Canadian Federation of Independent Businesses

Represents the interests of small- and medium-size firms with practical advice and links to help them address their labour and training challenges.
Website: **www.cfib.ca**

Community Adult Learning Councils

Provides contact information for volunteer tutors and adult and family literacy programs.
Website: **www.advancededucation.gov.ab.ca/other**

Community Futures Alberta

A network of Alberta Community Futures organizations across the province that provide leadership supports for rural businesses.
Website: **www.cfnsa.ca**

Vibrant Communities

A national initiative that links communities to share experiences and resources to improve their economic quality of life.
Websites: **www.vibrantcalgary.com**
www.vibrantedmonton.ca

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Employing a Diverse Workforce: Making it Work **Date** _____

Send your comments to the address or fax number provided at the bottom of this page:

What specific information in this publication did you find useful? How did it help you?

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How could we improve this publication? What was not useful?

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Do you have any suggestions for other information or other publications that would be of value to you?

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Please return this form to:

People, Skills and Workplace Resources

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Mail: 12th Floor, South Tower, Capital Health Centre
10030–107 Street, Edmonton, AB T5J 3E4

or

Email: info@alis.gov.ab.ca

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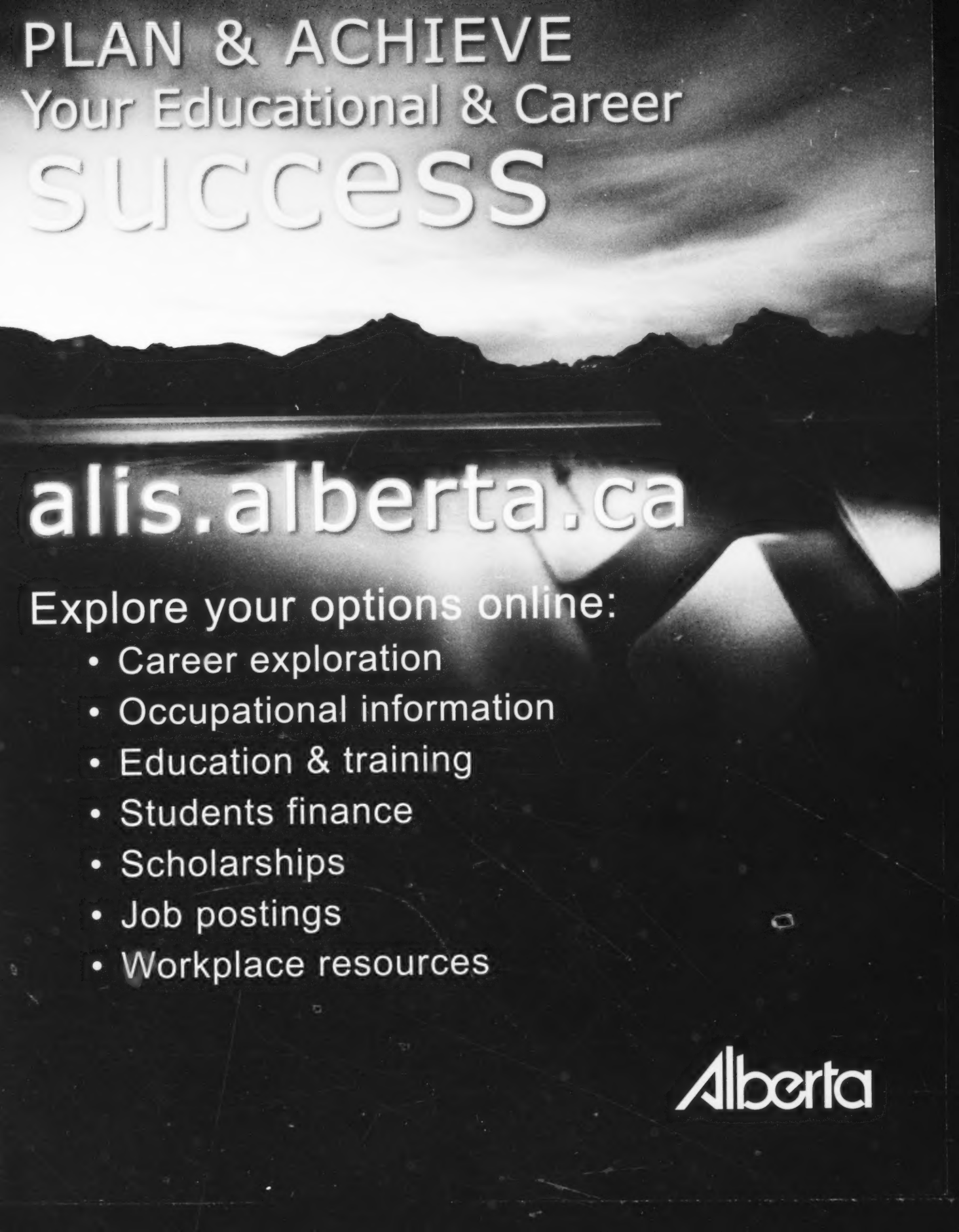
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Employing a Diverse Workforce: Making it work

Employing a diverse workforce and creating an inclusive workplace—a formula that is proving to work for both employers and workers, alike.

↔ Throughout this resource you'll read helpful tips from successful Alberta business owners and managers on how to retain and engage a highly motivated and diverse workforce. And, you can benefit from quick access to current contact information and resources provided in this easy-to-read, practical guide.

Employers: Find help now. Improve your competitive edge. Great ideas are inside this book!